



National  
College *of*  
Ireland

## **Quality Assurance Handbook**

### **Chapter 2**

#### **Ensuring Effective Quality Assurance Standards**

## Document History

| Version | Updated  | Updated by        | Updates made   |
|---------|----------|-------------------|--|
| 4       | 6/11/06  | Sinead O'Sullivan | Updated names of Committees under section 2.2 to agree with rest of document   |
|         |          |                   | Removal of section 2.17 as reflected in Chapter 3 in its entirety  |
|         |          |                   | Amended constitution and membership of Academic Council to reflect Articles and Memorandum of Association as agreed by GB  |
|         |          |                   | Amended membership of AC sub-committees to include Director Quality Assurance and Statistical Services   |
|         |          |                   | Updated Chair of Admissions and Academic Progress Committee membership to reflect AC recommendation that Registrar be chair at AC meeting 26/6/06  |
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| 4.1     | 10/707   | Sinead O'Sullivan | Update based on recommendation from VP Academic & Admin:<br>Role of Dean of School update to reflect explicit role in engagement of Associate Faculty<br>Role of Programme Director updated to reflect liaison role as Chair of Programme Committee<br>Role of Faculty member updated to reflect variations for associate faculty wrt research |
|         | 4/9/07   | Sinead O'Sullivan | As a result of a review of Exam Board Preparation processed Updated role of Course Director to clarify responsibilities at examination time  |
| 4.2     | 6/5/09   | Sinéad O'Sullivan | <b>VP Research &amp; Graduate Studies</b><br><br>This role has been removed and replaced by the Director of Research. The role of the Director of Research has been described separately to the Dean   |

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|-------|------------|-------------------|---|
|       |            |                   | <p>of School</p> <p><b>Executive Committee/Management Committee</b></p> <p>These committees have been renamed Senior Team and Executive Board to reflect the operational reality of these committees. Their membership has also been updated.</p> <p><b>Research Committee</b></p> <p>An addition to the membership of this Committee is proposed on recommendation from HETAC. The proposed addition is that 2 senior external researchers are invited to be members of the Committee.</p> <p><b>Admissions &amp; Academic Progress Committee/ Student Support &amp; Equality Committee</b></p> <p>As approved by Academic Council, these Committees have been merged into 1, the Academic Progress &amp; Student Support Committee. The new terms of reference and membership has been added to the handbook.</p> <p><b>Learning, Teaching &amp; Assessment Committee</b></p> <p>This Committee as approved by Academic Council has been formally added to the handbook</p> <p><b>IT Steering Committee</b></p> <p>This Committee had not met for over 2 years and has now been replaced by the ICT Advisory Board. The description and membership of the Board has been added to the handbook.</p> <p><b>Administrative Changes</b></p> <p>Minor administrative changes have been made to reflect changes in role titles. (eg Head replaced by Dean)<br/> <i>(Approved Academic Council 13/5/09)</i></p> |
| V 5.0 | 1 Sep 2010 | Sinead O’Sullivan | Revised academic committee structure  |

|  |  |  |   |
|--|--|--|---|
|  |  |  | due to self evaluation and institutional review process. ( <i>Approved by Academic Council 1.9.2010</i> ) |
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## **2.0 Ensuring Effective Quality Assurance Standards**

The Academic Council assists the Governing Body in the planning, co-ordination, development and overseeing of the educational work of National College of Ireland and to protect, maintain and develop the academic standards of the programmes and activities of the college in line with its mission.

The Academic Council, as part of its mission, will ensure the academic quality of the programmes delivered by the college. By ensuring that these programmes provide the most advanced, comprehensive and rewarding education possible, our learners are prepared for a lifetime of learning and careers as leaders, practitioners, or researchers.

The Academic Council sees the setting, promoting and maintaining of the highest possible academic standards across the college as an essential element of its role and as a fulfilment of its mission. It has thus adopted the principles, practices and procedures set out in this manual for the validation, approval, monitoring, review and academic quality assurance of all programmes within National College of Ireland.

Academic excellence is a complex process involving all members and levels of the college's staff. A key element is the continuing review of processes and procedures to ensure that the aims and objectives of academic programmes are achieved on a consistent basis. The underlying aim is to achieve the highest standards for all programmes offered by National College of Ireland. These programmes must bear comparison to the best available both nationally and internationally and this manual sets out processes and procedures to ensure that best practice and highest standards are the norm for all of the college's programme programmes.

The college's determination to deliver fully on the contract that exists between it and its learner body is the main thrust in the development and implementation of academic quality assurance procedures. It is recognised that this can only be achieved through the awareness, consent and co-operation of all members of the college acting in partnership towards a common goal. It also requires the support and encouragement of external bodies such as government agencies, semi-state agencies, business and the wider community.

Quality assurance can only be achieved by ensuring that individual staff members, each working as a member of a team, have a role and duty in setting the highest academic quality standards. To this end, the Academic Council has developed the processes and procedures involved in implementing programme quality assurance in the college and these are kept under continuing review.

This policy document is a working document and is reviewed and updated periodically in the light of experience in implementing its procedures and feedback received from staff, learners and outside interests. All members of the college are invited to recommend improvements in the document arising from their experience. They can do so at official interactions, by informing their line manager, who will forward recommendation to the Director of Quality Assurance and Statistical Services or by writing directly to the

Director of Quality Assurance and Statistical Services.

## **2.1 Monitoring Quality Assurance Standards in National College of Ireland**

Effective quality assurance is an institutional wide responsibility. The following description gives an outline of the process used by National College of Ireland in ensuring that its quality assurance system is continuously improved to meet learner demands and a constantly changing work and study environment.

The Director of Quality Assurance and Statistical Services (DQASS) is responsible for ensuring that the policies and procedures are effective at all times. The DQASS will ensure that a culture of continuous improvement is fostered within the College and that College managers are complying with the standards as laid down in the quality assurance system. The DQASS reports to the Vice President and has the authority to report Quality Assurance related issues directly to the President of the College

From an external point of view, the college is subject to a number of external measures to ensure compliance with quality assurance standards. These include programme submission panels, programme review panels and institutional review panels. This is not an exhaustive list of bodies. Such mechanisms for review are instigated by relevant outside bodies such as HETAC, the National Qualifications Authority of Ireland (NQAI) and the Higher Education Authority (HEA), industry groups and focus groups.

The college quality assurance system is supported through the various support and feedback mechanisms, such as committee structures, and instruments, such as surveys and focus groups, identified throughout this manual. The mechanisms for supporting changes and updating this manual are outlined in the process for making changes section of this manual.

To ensure that the highest possible standards are being maintained, there are separate roles for each of the following groups with this Quality Assurance System.

- Academic Council and its Sub Committees
- President
- Vice President – Academic and Administration
- Registrar
- Director Quality Assurance and Statistical Services
- Deans of School/Director of Centre
- Programme Directors
- Faculty Members
- Programme Co-Ordinators

## 2.2 Process for Updating Quality Assurance System in National College of Ireland

NCI's quality assurance system can only be effective if it is aligned to the current needs of learners and industry. It is therefore of the utmost importance that this system is continuously reviewed and updated. The system is updated on an annual basis, but more frequently when necessary.

The responsibility for ensuring the quality management of the academic processes in accordance with National College of Ireland policy lies with the schools and programme committees of the college. Individual members of staff/faculty are required to co-operate with these quality management procedures within the academic structures.

### Feedback

The following structures are in place to allow feedback to occur, thus allowing for the implementation of the necessary changes to occur, within the quality assurance system. There are other instruments such as feedback surveys and focus groups, identified throughout the handbook.

1. Executive Committee
2. Management Committee
3. Academic Council and its sub committees:
  - Academic Quality
  - Admissions and Student Support
  - Research Committee
  - Learning, Teaching & Assessment Committee
    - i. Programme Committee
    - ii. Class representative liaison

Meetings of these committees will normally take place on a Wednesday afternoon to facilitate maximum participation of all members of the Committees. It is the responsibility of the Chair of these committees to ensure that minutes are recorded and action items are followed up on.

It is the responsibility of the Secretary of each of the Committees to present minutes of meetings in a timely manner, normally within 5 working days of the meeting and that actions impacting or requiring change to the college quality assurance system are brought to the Director of Quality Assurance and Statistical Services attention.

The accepted minutes of these meetings should be presented to the DQASS for publication on the Quality Assurance and Statistical Services page on the Staff intranet within 5 working days of their sign off.

All committee structures listed above are required to present an annual report to Academic Council each year.



Recommendations for change to the existing quality assurance system presented at any stage through out an academic year from the above structures will be reviewed by the Academic Quality Committee. This process is recorded by the DQASS and presented to the Committee for review. Prior to presentation to the Committee, the DQASS will, where appropriate, research and/or consult with appropriate stakeholders regarding the impact of the change.

The Quality Assurance Committee will present a report detailing the recommended changes that need to be made to the college's quality assurance system. When/if these changes are approved by Academic Council, the quality assurance system is revised to reflect the approval. On completion of this task, the Quality Assurance Committee will report back to Academic Council.

The quality assurance system for the college is an institutional wide system, therefore, any issue that arises concerning quality around college processes can and must be communicated to the DQASS office without delay. The DQASS in turn, will present such concerns, initiatives and queries at the next sitting of the Academic Quality Committee.

The college will also incorporate all methods of feedback used within college structures and external to college structures. External structures include programme submission panels, programme review panels and institutional review panels.

Ensuring the quality of the College's academic programmes involves the active participation of the Academic Council, Schools, College committees, staff, faculty, learners and external stakeholders. The roles of key participants in this process are outlined below.

### **2.3 Role of the President**

The President of the College is responsible for planning in conjunction with the Governing Body, and for the implementation of the policy and administrative decisions of the Governing Body. He/She exercises overall responsibility for the day to day running of the College, and plays a pro-active role as a member of the Governing Body, as well as chairing the Executive Committee of the College and Academic Council and other committees as appropriate.

### **2.4 Role and Responsibility of Vice President, Academic and Administration**

Reporting to the President, the Vice-President Academic and Administration will take responsibility for the academic and administrative management of NCI. In the absence of the President, the Vice President Academic and Administration will assume the responsibilities of Acting President.

Specific responsibilities include:

## **Strategy**

- Management of the day to day implementation of the College strategies in the areas of Learning and Teaching Programmes and Learning and Teaching Enterprise;
- Establishment and promotion of the highest academic standards;
- Development, implementation and monitoring of policies for maintaining the academic quality of the College
- Liaison with Deans of School and with other senior academic staff to define short and long term academic goals and strategies for their attainment;
- Proactive participation as a member of the Executive Committee, which is the senior management committee of NCI and accountable to the President; and the Management Committee which will be chaired by the Vice-President Academic and Administration and which is the primary forum for the day to day operations of the College.

## **Leadership**

- Fostering an environment which promotes excellence in Learning and Teaching;
- Encouraging and nurturing all members of staff to ensure optimal career development, growth of talent, focus of talent for results and career management to ensure realisation of potential.

## **Management**

- Assuming responsibility for the academic and general administration of the College, the achievements of all goals in his/her areas of responsibility including staffing, financial planning, budget control and the development and monitoring of policies and procedures
- Ensuring the ongoing development of the College's Unique Learning Environment;
- Promoting, developing and preserving positive employee relations in the College;
- Ensuring that the staffing levels in the College match its business needs;
- Overseeing all activities related to academic administration; including admissions, registration, scheduling (exams and timetables), learner awards, learner housing services, learner life and all other learner services;
- Overseeing the development and implementation of the College's physical development plan;
- Overseeing the development and management of the College's human resources;

- Overseeing the development and management of a range of campus life services both for the campus community and the wider community. These include learner residences, catering services, campus retail services, library information services, business incubator facilities, commercial activities, learner recruitment activities and campus art;
- Overseeing the development and management of the sports and recreation programme both for the campus community and the wider community
- Promoting and coordinating international learner programmes;
- Overseeing the implementation of Quality Assurance/Quality Improvement policies and procedures in accordance with HETAC guidelines and policies;
- Overseeing the implementation of internal academic accreditation processes and procedures;
- Overseeing the management of External Examiner processes, including appointment of External Examiners, submission and processing of research theses;
- Compiling, continually reviewing, updating and distributing all policies and procedures in relation to NCI; and ensuring compliance with same;
- Being familiar with IT and the critical role IT plays in facilitating the decision making and learning process

#### **Communications and External Relations**

- Being responsible for ensuring that College-Wide communications are regular, relevant and reliable; to lead and champion and communication process;
- Liaising as appropriate with relevant external agencies both public and private in relation to resources and related corporate issues;
- Liaising with other academic institutions;
- Liaising with local, regional, national and foreign governments and with international and intergovernmental organisations;
- Overseeing the visits of important persons;
- Coordinating and overseeing inter-institutional agreements;
- Overseeing the management and coordination of all College ceremonies

### **2.5 Role and Responsibilities of the Director of Research**

Reporting to the Vice President – Academic & Administration, the Director of Research will take responsibility for the promotion and overall management of the research

mission of the College He/She will also be responsible for Graduate Studies (Taught and Research). The Director of Research role will be allocated on a one year rotating basis to either the Dean of the School of Business or the Dean of the School of Computing.

#### **Key Responsibilities:**

- Responsible for the development and implementation of the College's research and enterprise strategies, policies and procedures;
- Promotion and encouragement of a research ethos within all academic schools in keeping with the College research strategy;
- Leadership of the development and preparation of institutional submissions for research funding and support to faculty in the preparation of individual applications for research funding;
- Sourcing, informing and reviewing information concerning research funding opportunities with all potentially interested parties;
- Development, initiation and implementation of strategies to enhance research productivity within all academic schools of the College including recognition of research achievement;
- Responsible for encouraging and nurturing of all members of academic staff so as to ensure optimal development in the field of research.
- Liaison with national and international agencies concerning opportunities for funding of research;
- Liaison with researchers to ensure compliance with terms and conditions of research awards;
- Liaison with local and national organisations; other educational institutions and corporations concerning research initiatives
- Proactive membership of Executive Committee;
- Collaborate with the Registrar to ensure the implementation of a faculty and student friendly graduate centred system for admission, registration progression and examination of graduate students;
- Liaison with the Finance Office to ensure responsible management and administration of all research grants and contracts;
- Maintenance and promulgation of information on NCI research achievements;

#### **2.6 Role and Responsibilities of the Registrar**

The Registrar is responsible for the academic administration of the college in accordance with the policies and procedures approved by Academic Council. The office ensures that there is an effective quality assurance process in place dealing with, academic affairs, examinations, learner life, academic appeals, academic discipline and the effective implementation of all policies and procedures pertaining to academic excellence throughout the college.

The following list defines the key roles and responsibilities of the office:

##### **Learner Services**

Ensure the effective operation of the Learner Services Department:

## ***1. Academic Affairs***

Management of all academic affairs including:

- Learner admissions, registration and examinations
- Integrity and security of the learner information database system and records
- Graduation schedules and ceremonies

## ***2.Learner Services & Careers and Opportunities***

- Oversee the provision of a Careers and Advisory service to learners to ensure that a professional high quality service is provided.
- Collaborate with other schools and universities on learner service issues.
- Active involvement in EU grant programme.
- Ensure that learner needs are being met in relation to their welfare and academic needs, through various activities and communication channels..

### **International Office**

Development of International Office operation to ensure that target numbers of International Learners are being met.

### **Library & Information Service**

Responsible for the overseeing of:

- Implementation of a strategic plan for the Library
- Management of day-to-day activities in the Library

### **General Management**

- Assist with and co-ordinate strategic planning for the NCI.
- Ensure continual development of systems to meet the College needs.
- Through goal and objective setting on an individual and team basis, lead and motivate administrative and secretarial staff to achieve standards of excellence in the work. Manage personnel issues which may arise, in line with NCI policy.
- In consultation with the finance office, assist in setting and implementing budgets for the relevant areas of expenditure.

### **Programmes/Faculty**

- Overseeing the development, validation and accreditation of new programmes, in consultation with Deans of Schools.
- Liaison with relevant external bodies including the HETAC/FETAC/HEA/NQAI and other educational bodies.  
Organisation of Programme Evaluation review and Institutional reviews.
- Ensure active development of all on-campus and off-campus programmes.
- Regular consultation with schools on matters relating to faculty business

### **Committee Business**

- To be Recording Secretary to Academic Council and Secretary to its Standing Committee.
- To be an ex-officio member of the Learning & Teaching Committee.
- To receive and review School/Programme Minutes and to advise the Chairman of

Academic Council on relevant matters arising there from.

### **Policy & Planning**

- To ensure that the Academic Regulations approved by the Academic Council are implemented and kept under periodic review; and to ensure the proper conduct of, and adherence to, NCI policy and standards in all areas dealt with the Office.
- To gather and disseminate information within the College on EU and non-EU international programmes, including Fulbright and other international and cultural agreements, and to coordinate applications on behalf of the College
- To research and develop policy papers on all aspects of the academic life of the College, and explore and identify new academic undertakings and ways of promoting these through the College's structures.

### **Quality**

- To ensure a high quality learner support structure for learner life through the provision of the careers and opportunities services, learner services and a wellness centre
- To be consulted in relation to the content and publication of College publications
- To supervise the Quality Assurance and Statistical Services function in the support of surveys of learner opinion of teaching and the academic programme; in the dissemination of quality issues raised in programme surveys; and the measurement and use of performance indicators and relevant statistical data to assist in academic planning.
- To ensure an excellent learner support service through the provision of a high quality information service
- To assess and monitor quality in respect of:
  - Programme content, instructional process, timetabling structure;
  - Examinations – failure and transfer rates
  - To establish, conduct and report on periodic Programme Evaluations. To negotiate and promote the recognition of programmes by other universities, national authorities and professional bodies.
- To promote and monitor the learner transfer process from Universities / Institutes of Technology etc to NCI; similarly, for mature learners
- To liaise on behalf of the College, with various external agencies, such as the HEA, on all appropriate matters relating to academic planning and quality.
- To undertake such specific research projects associated with academic administration, planning and quality as may be specified from time to time by the President

## 2.7 Role and Responsibilities of the Director of Quality Assurance and Statistical Services

The Director of Quality Assurance & Statistical Services is responsible for maintaining and enhancing the College's quality assurance policies and procedures in the context of the College's overall Mission and Strategic Plan and developing a culture of quality across all services in liaison with other relevant College staff members. The position also has responsibility for the College's statistical services unit.

- Management of a College-wide quality assurance and improvement framework, which directs the implementation of the College's Strategic Plan
- Maintaining and enhancing the Quality Assurance policies and processes on a College wide basis covering all units, both academic and service.
- Overseeing an annual programme of quality reviews, covering academic and service units.
- Advising on and supporting the College's organisational units on Quality Assurance. .
- Identifying relevant models of best practice in other institutions or organisations.
- Establishing links with other organisations and institutions in regard to Quality Improvement.
- In co-operation with the Director of Human Resources, developing training and development programmes for all staff in relation to Quality Assurance.
- Embedding the framework throughout the College by assisting areas with the formulation of local plans
- Developing useful indicators of excellence, and monitoring the achievement of College-wide targets
- Assisting the College in its preparation for reviews and external audit
- Identifying any policy gaps, and remedying same and ensuring that there is widespread awareness of policy
- Identifying a structure that facilitates communication about quality practices
- Communicating the College policy, goals and achievements on Quality Assurance to the College community
- Providing an Annual Report to the Governing Authority on Quality Assurance.
- Ensuring that the College complies with all aspects of the Qualifications (Education & Training) Act 1999 in relation to Quality Assurance.
- Within the context of the College's mission and strategy and the requirement to develop key markets the core activity is the provision of management information, planning support, and statutory reporting.
- Providing management information in relation to learner and staff statistics, providing one-stop-shop for statistical information.
- Providing planning support to the College by estimating learner loads by Faculty/School/Centre, modelling the intake expected through CAO, part-time, In-company and off-campus to help control enrolments.
- Preparation of reports for DOES annually and other institutions & agencies e.g. HEA
- Preparing reports for the Executive Board and the College's management comprising statistical data and relevant financial information
- Organising the semester surveys of learners and providing the analysis of the information and follow up on action plans arising.  
Reviewing international/national/regional trends to support programme planning and development

## 2.8 Role and Responsibilities of the Dean of School

The Dean of School is responsible for the effective day to day management of the School and implementing the quality assurance processes of NCI within the School.

### Key Areas of Responsibility:

- Development of strategy for the School within overall College strategy;
  - Encouragement and promotion of the highest standards of performance and achievement in every aspect of the Schools operations;
  - Encourage and nurture all members of departmental staff so as to ensure optimal career development, growth of talent, focus of talent for results and career management to ensure realisation of potential;
  - Facilitate the engagement of Associate Faculty with the School/College
  - Responsible for ensuring that College-wide communications on School matters are regular, relevant and reliable;
  - Development, maintenance, documentation and research of NCI's unique learning environment within the School;
  - Review all programmes to ensure the learner is at the centre of the learning process;
  - Programme and faculty timetabling/scheduling to maximise utilisation of hours;
  - Recruitment of academic faculty in accordance with H.R policies and procedures to strengthen academic team;
  - Management of human, financial and physical resources to ensure optimal deployment towards achievement of academic goals;
  - Ensure representation of interests of the School and its members at institutional and national levels when appropriate;
  - Maintain effective channels of communication within the School and between the School and the senior management;
  - To promote the School with a range of agreed professional bodies, so as to maximise future opportunity for development of new and existing School programmes.
  - Maintain an active academic role by acting as programme manager of one programme and delivery of 4 learner contact hours during term.
  - Improve awareness of available services, and ensure equality of access;
  - Build better processes for dialogue and communication with learners within the School;
  - Development and implementation of clearly defined academic goals for the School in accordance with the College's Learning and Teaching Programme Strategy
  - Development of Research, in association with the Vice President Research, and implementation of clearly defined research goals for the School in accordance with the College's strategic plan and Learning and Teaching research strategy
  - Development and implementation of clearly defined enterprise goals for the School in accordance with the College's strategic plan and Learning and Teaching enterprise strategy;
  - Embed enterprise development and entrepreneurship into all programme modules
  -
- Contribute to the overall welfare of the College through collegial sharing of resources and striving for institutional goals

## 2.9 Role and Responsibilities of the Programme Director

The Programme Director chairs the Programme Committee and is responsible for the day to day academic management of the programme, ongoing development of the programme, monitoring ongoing learner feedback and ensuring delivery of the programme is in accordance with the quality assurance procedures of the College and the Approved Programme Schedule as issued by the awarding body.



### **Key Areas of Responsibility:**

- Academic knowledge of all stages and modules of programme
- To provide verbal and written information to applicants of programme e.g. on phone, at open days, school visits and provide programme outlines.
- Interviews and screening of applicants as required.
- Available at College Inductions and Registrations
- Learner support throughout the academic year
- Attendance at Class Reps meetings
- At examination time – it is the responsibility of Programme Directors to check and verify that all procedures for the calculation of examinations results have been followed.
- Availability in accordance with the Feedback process as outlined in section 4.3.7 - 4.3.9 of this handbook to deal with all learner queries on their programme.
- In conjunction with the Dean of School, assist in the recruitment of associate faculty
- To ensure that all academic content of programme information is correct in all college publications and on the website
- As Chair of the Programme Committee liaise with all faculty teaching on the programme to ensure that the programme outcomes are met

### **2.10 Role and Responsibilities of Faculty Member**

The faculty member sits on the programme committee and is responsible for the quality of the delivery of the module being taught and acting on feedback from learners. They may also be appointed as module guardian. As module guardian, it is the faculty member's responsibility for its review and development and acting on feedback from learners, internal or external reviewers.

### **Key Areas of Responsibility:**

#### Teaching

- Lecture to learners within the School and other relevant areas.
- Design and deliver executive education programmes both 'in company' and for 'public' programmes \*
- Provide a professional support to learners in their learning activities.
- Facilitate tutorials associated with lecturers.
- Participate in committees appropriate to programmes.
- Engage in research consultancy and development work as appropriate.\*
- Make available information as required by the NCI's management in a professional context.
- Participate in appropriate activities necessary to the furtherance of the NCI. \*
- Prepare reading lists and handout materials for learners.
- Set and correct examinations for programmes taught.
- Set and correct projects for programmes taught.
- Set correct and give written feedback on project work, research work and dissertation.
- Facilitate skills development workshops.
- Liaise with library re: reading materials, booklists, etc.

#### Programme Development

- Assist in the development of existing programmes.
- This may involve drafting submission documents, liaison with the validating bodies, promoting, implementing and reviewing programmes.

#### Research

- Carry out research relevant to College activities including regular publications and presentations.\*

#### General

- Act as a Programme Director/Leader \*
- Assist in the development of NCI's School.
- Participate in relevant professional development activities.
- Participate in Academic Council meetings and staff meetings
- Contribute to academic and disciplinary committees as requested.
- Be available to learners at notified times outside of class contact hours for guidance and support.
- Attend College functions such as various exhibitions, school visits and other external events
- Work on short programmes, training and consultations which may arise

\* Unless specifically contracted to do so, Associate Faculty do not engage in these activities.

### **2.11 Roles and Responsibilities of Programme Coordinator**

The Programme Co-Coordinator is responsible for providing Administrative Support to faculty members within the School and is a primary point of contact with learners.

#### **Key Areas of Responsibility:**

- Liaise with learners, filtering queries for academic staff
- Ensuring contact between the school and faculty and associate faculty on programmes assigned Responsible for administration issues associated with programmes assigned
- Record and follow up on exam/assessment absence, medical records and attendance
- Ensure the distribution of programme materials, project titles etc.
- Ensure the distribution of class lists
- Ensure the creation and distribution of tutorial group lists
- Liaise with the Registrar's Office in relation to the timetabling of programmes assigned - both off-campus and on-campus
- Meet with external organisations as appropriate
- Liaise with the Dean of School, and faculty to produce materials for the web, programme submissions
- Liaise with Examinations Office regarding all aspect of exam administration
- Liaise with external organisations on all aspects of external programmes.
- To assist the Dean of School in the collection of data related to programmes and other activities of the school and departments
- Update programme documentation (e.g. updating of programme documentation, such as module descriptors, to be lodged by the Dean of School with the Registrar's Office and other relevant bodies such as the

- HETAC/FETAC/HEA/NQAI arising from annual programme review processes.
- Promote programmes to target groups (schools, individuals, organisations etc.) through available channels such as open days, school visits, exhibitions and other communications events as appropriate
- Produce programme descriptions for inclusion in programme promotional documentation and to review/update these materials on an on-going basis
- Process programme applications where appropriate, in conjunction with the Admissions Office, to expedite screening, interviewing and selection of candidates for admission to the programme by programme director
- Perform administrative duties in support of associate faculty e.g., processing of claim sheets for sign-off by Dean of School etc.

## 2.12 Role of the Support Tutor

The Support Tutor is responsible for supporting individual learners with particular needs in accessing the learning environment.

### Key Responsibilities:

- Assisting school leavers with the transition to third level education
- Assisting mature learners with the adjustment to third level education
- Assisting international learners in meeting the formal assessment criteria of a third level institution
- Provide individual learning support to learners in the area of study skills and related matters
- Provide online and telephone support to learners who are unable to attend an appointment in the IFSC campus
- Conduct group learning support sessions at the request of lecturers, classes or study groups
- Design and deliver 'hot topic' workshops on key learning support issues i.e. study skills, exam & revision techniques, project writing skills etc.
- Design and circulate information packs on key learning support issues i.e. study skills, exam & revision techniques, project writing skills etc.
- Develop and implement a learning support strategy for the delivery of workshops to all learner groups (full-time, part-time and off-campus) throughout the entire academic year
- Strongly promote the service to faculty & associate faculty to raise awareness and increase the number of referrals from this source
- Strongly promote the service to the entire learner population (full-time, part-time and off-campus) to raise awareness and increase the demand for the service
- Work closely with learners with disabilities, learning or health difficulties to ensure they are fully supported and that they are meeting the assessment criteria of their programmes
- Screen learners for dyslexia and advise if difficulties are consistent with a dyslexic profile. Refer to an educational psychologist where appropriate.
- Provide an ongoing programme of support for learners with dyslexia
- Proactively target individuals/classes with poor academic performance
- Proactively target individuals/classes with projects and assignments to ensure they are familiar with the formal criteria for the submission of projects and assignments in a third level institution
- Develop and implement a strategy to service the learning support needs of part-time and off-campus learners

- Record information on the demand for the service, common issues addressed through the service, number of sessions required etc. for analysis purposes
- Maintain accurate files on each learner to track the progress of the learner and interventions/learning strategies used

### **2.13 Standing Committees of the National College of Ireland**

The Management of the National College of Ireland is coordinated and facilitated by two Standing committees. These are:

- Senior Team
- Executive Board
- Academic Operations Committee

It should be emphasised that these committees exist for purposes of assisting the President in discharging responsibilities as Chief Executive Officer. Policies emanating from the deliberations of these committees may require approval of Academic Council and/or Governing Body.

#### ***Senior Team***

##### **Terms of Reference:**

The Senior Team, which is accountable to the President, is the senior management committee with responsibility for development, implementation of strategy and approval of appropriate policies and procedures, agreement of plans, monitoring of corporate performance and ensuring that all aspects of the corporate function operate with optimal efficiency and effectiveness. Although each member of the Senior Team has an overall defined area of responsibility in this context, the Team assumes a shared responsibility for every aspect of the College's operations. The Senior Team will help also to determine the corporate response to specific initiatives or situations.

It is recognised that the Senior Team cannot discharge this broad mandate without widespread consultation; therefore, an important responsibility for the Team is establishment of appropriate channels of communications with the Executive Board, and the wider College community.

##### **Members**

President (Chair)  
Vice President Academic and Administration  
Director of Finance

##### **Meetings**

The Senior Team will meet at least monthly

#### ***Executive Board***

##### **Terms of Reference:**

The Executive Board is the primary forum for day to day operations of the College. It is also the body at which management information is shared and to which members are

encouraged to raise issues for general consideration and to bring forward topics for discussion.

The Executive Board monitors departmental performance in achieving overall operational targets as defined by the Senior Team. The Board will work to ensure interdepartmental effectiveness in managing performance.

The Executive Board has responsibility for management of academic and administrative matters for academic planning, development and implementation of academic and administrative policies and procedures, monitoring of academic performance including benchmarking and financial performance, contributing to all executive decisions, including allocation of resources, that impact on academic affairs and, generally, ensuring that the activities of the College function optimally.

The Executive Board will help also ensure that the College responds appropriately to specific initiatives and opportunities proposed by external agencies and are proactive in anticipating new opportunities.

It is anticipated that recommendations emanating from the Executive Board will be informed by the deliberations and input of the Executive Board. An essential responsibility of members of Management Committee will be to ensure that faculty and staff are apprised of the issues discussed during committee meetings.

The Executive Board will ensure that effective channels of communication are established with the wider College community.

## **Membership**

Vice President Academic and Administration  
Registrar  
Deans of School  
Director of Marketing  
Director HR  
Commercial Manager  
Director of Finance

## **Meetings**

The Executive Board will meet at least every two weeks.

## **Academic Operations Committee**

Chaired by the VP Academic/Registrar, this committee will report to and advise Executive Board on issues relating to operational academic matters that arise from the deliberations of Academic Council and its subcommittees. It will be a forum for the sharing of best practice between Schools. It will also report back to Academic Council. The committee will specifically manage

- programme development and review
- issues arising from the assessment & examinations process
- issues arising that affect teaching & learning

*Membership:*

- Deans of School,
- Subject Heads, (in Schools where subject heads are not appointed, senior academic members of staff)
- Registrar
- Director Centre for Research & Innovation in Learning & Teaching.

The committee will meet at monthly intervals at least and as required.

## **2.14 Role of the Academic Council with regard to Programme Quality Assurance**

The Academic Council is the ultimate authority for academic quality assurance within the college. A number of sub committees derived from Academic Council ensure that the quality standards espoused in this manual are maintained. The Registrar has responsibility for ensuring the effective functioning of these committees and that college managers are compliant with decision, actions and initiatives that derive from such structures

### **Academic Council**

The College shall appoint a body of persons to the Academic Council to assist the Governing Body of the College in the planning, co-ordination, development and overseeing of the educational work of the College.

The principle functions of the Academic Council shall be:

- a) To design, develop and implement appropriate programmes of study;
- b) To make representations to the Governors for the establishment of appropriate structures to implement the programmes of study referred to above (a);
- c) To make recommendations to the Governors on programmes for the development of research;
- d) To make recommendations to the Governors for the selection, admission, retention and exclusion of learners generally;
- e) subject to the approval of the Governors, to make and to implement the academic regulations of the College;
- f) to agree with the Governors the form of regulations to be made by the Academic Council for the conduct of examinations and for the evaluation of academic progress;
- g) to make recommendations to the Governors for the award of fellowships, scholarships, bursaries, prizes or other awards;
- h) to make general arrangements for tutorial or other academic counselling;
- i) to exercise any other functions which may be delegated to it by the Governors;

- j) to implement any regulations which may be made by the Governors concerning any of the matters aforesaid;
- k) subject to the approval of the Governors, to establish such and so many committees, consisting either wholly or partly of persons who are not members of the College as it thinks proper to assist it in the performance of its functions;
- l) subject to the approval of the Governors, to determine the functions of any committee established under paragraph (k) of this sub-section;

Under the direction of the Governing Body, the Academic Council may regulate its own procedures.

The main duty of the Academic Council is to direct, regulate and promote the teaching and research of the college. It acts as the authoritative body for purely Academic matters such as the admissions of learners, the nature of programmes and the quality around requirements for award structures. The Academic Council has engaged in a process of developing appropriate procedures for academic quality assurance. The underlying principal of these procedures is one of continuous review with the intention of improving existing practices in relation to the development and delivery of programmes and the encouragement of uniformity of good practice and high academic standards across National College of Ireland.

The general responsibilities of the Academic Council in this regard may be summarised as follows:

- establishing and maintaining procedures for the assessment and validation of programmes and awards
- ensuring that programmes are designed and operated in accordance with the college's approved regulations;
- maintaining the standards and quality of all awards;
- maintaining the highest standards of delivery;
- establishing and maintaining procedures for the regular monitoring of programmes;
- ensuring that when a programme has been approved, any conditions of approval are implemented, and that any recommendations arising from the validation/review processes are fully considered and acted upon;
- ensuring that External Examiners' reports are received and formally considered and that appropriate action is taken in relation to comments and suggestions contained in such reports;
- ensuring that the documentation for each programme is maintained as specified.
- The Registrar has overall responsibility for co-ordinating these processes and reporting to the Academic Council.

### **Membership of the Academic Council**

Persons who hold the following positions from time to time may be members of the Academic Council:

- a) The President;
- b) The Vice President Academic and Administration;
- c) The Registrar;
- d) The Deans of Schools;
- e) Director Centre for Research and Innovation in Learning and Teaching;
- f) The Head of Library and Information Services;
- g) Three full-time members of the Academic Staff of the College as appointed by the President, of which one will be an associate faculty member
- h) Six full-time members of the Academic Staff of the College elected by the Members of the Academic Staff of the College;
- i) Director Quality Assurance and Statistical Services
- j) Two learner representatives to be elected to the Academic Council of the College;
- k) Such additional Members of Staff as the President may from time to time appoint as non voting Members of the Academic Council.

The President of the College shall be the Chairperson of the Academic Council. Where the office of Registrar is vacant the President shall nominate an alternate to carry out the Registrar functions as required by College's Policies and Procedures. Every reference to Registrar shall be deemed to include a reference to the nominee.

Appointed and elected members will serve a 3 year cycle and may be re-appointed/re-elected.

A faculty member of Academic Council may normally serve on one committee of Academic Council.

### **Meetings**

The academic council will meet at least 4 times per academic year. The Council will meet more often if required. Each meeting will have an agenda of items and will be minuted. The Registrar will be responsible for ensuring that agendas and minutes are in place for each meeting.

Normally, elected members that miss more than 2 meetings will be replaced by another representative



## **2.15 Role of the Academic Standards & Policy Committee**

The Academic Standards & Policy Committee is a sub committee of the Academic Council and shall have general responsibility to Academic Council for developing and monitoring policies relating to Quality Assurance, Programme Development, Admissions, Assessment, Student Support and the overall maintenance of academic standards.

### **Terms of Reference**

The Academic Standards & Policy Committee is a sub-committee of Academic Council and has the following responsibilities:

- The Academic Standards & Policy Committee, as appointed by the Academic Council shall have responsibility for advising the Academic Council on Quality Assurance matters.
- It will have particular responsibility for the following;
- Advising the Academic Council on matters related to academic standards having regard to the requirements of FETAC, HETAC and other external validating bodies or organisations with which the college has validating agreements.
- Being responsible to the Academic Council for monitoring all matters relating to the maintenance of standards of taught programmes, their quality and the academic environment in which they operate including admission, retention, progression, fair & consistent assessment and learner support policies.
- Monitoring the Quality Assurance Handbook of the College and keeping under review all academic quality assurance procedures of the College, as will be described in the handbook.
- Keeping under review procedures for ensuring the appropriateness of various forms of academic association with external organisations, including the franchising of College programmes and the accreditation of courses offered by other organisations.
- Consider feedback and its impact on policy and academic standards from external examiners, learners and other stakeholders
- Liaising with other committees of the Academic Council programmes.
- Development and maintenance of the College's procedures for Programme Development and Review.
- Monitoring the implementation of recommendations of external agencies
- Advising the Academic Council on matters relating to the implementation of the Institutional Review.

The Academic Quality Committee may establish sub-committees and working parties. In the case of sub-committees and working parties whose members may be from outside the committee or the College, Academic Council should be notified.

The Chairperson shall be responsible for reporting the decisions and views of the committee to the Academic Council, and for transmitting the relevant decisions and views of the Academic Council to the committee.

### **Meetings**

The Academic Standards & Policy Committee shall meet at least 4 times per academic year and at such other times as may be required.

Normally, elected or selected members that miss more than 2 meetings will be replaced by another representative

### **Membership**

- Deans of School
- Registrar
- Director Student Services
- Director Quality Assurance & Statistical Services
- Director Centre for Research & Innovation in Learning & Teaching
- Head of Library & Information Services
- Manager IT
- 1 Academic member of Academic Council –(Chair)
- 1 academic member of staff from each School (this can include associate faculty)
- President of Student Union

As required, specialist staff from admissions, disability support and other services will attend as the agenda dictates

Elected/selected members will serve on a 3 year cycle and may be re-elected/re-appointed

Selected Faculty members of the Committee may normally serve only on one other committee of Academic Council.

## **2.16 Role of the School Committee**

A School Committee is primarily a sub-committee of Academic Council within the School and shall have responsibility for developing and monitoring the implementation of academic policy matters and in particular academic quality assurance procedures set out in this manual, in respect of programmes and initiatives delivered by the school.

### **Terms of Reference**

A School Committee has the following responsibilities:

- advising Academic Council on academic matters relevant to the work in its area;
- monitoring the teaching, learning and research in the module areas encompassed by the Faculty for which it is primarily responsible;
- carrying out such duties as agreed in conjunction with other faculties, in relation to joint programmes;

- monitoring the academic progress and welfare of learners registered on the programmes for which it is primarily responsible;
- recommending to Academic Council regulations regarding programmes of study in its area;
- recommending members of Validation Panels and evaluation panels to the Quality Assurance Committee, for each programme for which it is responsible;
- approving internal and external examiners, and submitting names of approved external examiners to the Admissions and Progression Committee, for each programme for which it is responsible
- reviewing examination results, before sending broadsheets of the overall results to the Examinations Board;
- monitoring the functioning of all Programme Committees for which it is responsible,
- carrying out such other functions as are considered appropriate subject to the approval of Academic Council;
- recommending progression routes for all existing and new programmes for validation
- recommending exemptions to all existing and new programmes for validation
- Carrying out preliminary programme evaluations and conducting new programme developments. The Dean of School will liaise closely with the DQASS/Registrar to ensure that appropriate quality standards are in place for the submission of a new programme for external validation
- preparing and submitting an annual report on its work to Academic Council
- Ensuring the highest standards of academic excellence for the learner from all faculty. A School Committee may establish sub-committees and working parties with some external stakeholders subject to the approval of Academic Council and Governing Body.
- The Dean of School shall be responsible for reporting the decisions and views of the School Committee to Academic Council, sub-committees and for transmitting the relevant decisions and views of Academic Council and its sub-committees to the committee.

### **Membership of School Committee**

The membership of each School Committee shall comprise of the following staff members and be appointed by the Dean of School:

Dean of School (Chair)

Programme Directors from the school

Faculty members from the school

Programme Co-ordinators

Co-opt members as necessary

### **Meetings**

A School Committee meets at regular intervals, but no fewer than twice per semester. At non semester time, the Dean of School will be responsible for ensuring that regular meetings take place.

### **2.17 Programme Committee**

The programme committee is at the heart of the School's academic quality assurance system. A Programme Committee is established for each programme offered by National College of Ireland, and it is responsible, in conjunction with the Dean of School, for

developing and assisting in the operation of the programme. The programme committee ensures the quality delivery of the academic programme and that learners are well informed that their progress is being monitored, a reasonable balance of work is offered to the learner and that assessments are appropriate, consistent and fair. The committee ensures the relevance and quality of the programme by a process of periodic evaluation.

### Terms of Reference

Each Programme Committee is in effect a sub-committee of the School Committee and is assigned the following academic responsibilities, within the framework of the regulations laid down by Academic Council:

- advising the School Committee, and as appropriate, Academic Council, on matters relating to proposed or existing programmes
- developing programme proposals after they have received outline planning approval from the School Committee in advance of presentation to Academic Quality Committee
- assisting in processing such proposals through the appropriate Programme Development process with a view to securing approval of the programme from Academic Council and external validation
- following approval by Academic Council, the programme is submitted to an external accrediting body
- monitor the implementation of the programme and regularly report on matters to the School Committee who in turn will report to the academic council
- incorporating approved modifications in the programme after annual monitoring
- supporting the critical self-evaluation of the programme and the preparation of revised documentation and other tasks in relation to the five-yearly programme evaluation process
- ensuring the highest standards of academic excellence for the learner from all faculty
- Preparing an annual Programme Monitoring report in October outlining the following
  - Changes to the curriculum and its component parts that have been approved subject to the procedures outlined for programme review and evaluation
  - Presentation and analysis of Retention, Progression and Completion statistics for the previous session
  - Abstract of external examiner reports for the programme for the previous session
  - Review of the learner intake for the current session
  - Continuation of Professional Exemptions available
- Plan a timetable of assessments at the beginning of the academic year to ensure that there is a reasonable balance of work for learners taking the programme.
- Prepare a list of texts and equipment that learners will be required to purchase and use.
- Prepare and maintain a programme handbook for learners (suggested contents include: College calendar, an introduction to the Department running the programme, where to get help, schedule of assessments and examinations, approved programme schedule, grading schemes, aims and objectives of the

programme, regulations for special purpose areas, required equipment and books, approved syllabus details.)

- carrying out such other functions as are considered appropriate, module to the approval of the School Committee

The Programme Committee may establish sub-committees and working parties, some of whose membership may, with the approval of the School Committee, be from outside the Committee or from outside the college, module to approval of Academic Council and Governing Body. The committee shall be responsible for reporting the decisions and views of the Programme Committee to the Faculty Committee and for transmitting the relevant decisions and views of the School Committee to the Programme Committee.

### **Membership of Programme Committee**

The membership of each Programme Committee shall comprise of the following members and be appointed by the Dean of School:

Programme Director of the programme (Chair)  
Members of faculty involved in the delivery of the programme  
Co-opted members as necessary (Dean of School approves such positions)  
Programme Co-Coordinator  
Learner Representation via Class Representative Liaison mechanism  
IT representative  
Library representative

### **Meetings**

A Programme Committee will meet at least once each semester and/or at such other times as required. A Programme Committee may take submissions from associate faculty who are unable to attend a scheduled meeting. These submissions should be submitted to the Programme Director.

### **2.18 Research Committee**

The Research Committee is appointed by Academic Council and shall have responsibility for development and monitoring of the College's policy, regulations and procedures for Research and advising the Academic Council on matters related to Research

### **Terms of Reference**

It has responsibility for the following:

- Developing and administering the College's regulations for postgraduate study by research and the development of a research ethos within the College.

- Liaising with appropriate external institutions in matters relating to collaborative postgraduate research and development.
- Keeping under review, the procedures for monitoring the standard of postgraduate awards.
- To approve courses developed by Academic centres in research techniques and management of research and postgraduate projects, and foster a culture of commitment to research & development within National College of Ireland.
- To promote participation in research and Postgraduate development as part of staff professional development, particularly with regard to the acquisition of higher degrees through research and shall advise on measures to facilitate access to Research & Development by staff members. Particular focus on research carried out in NCI.
- To assist in the establishment and maintenance of internal standards of research which are consistent with national and international standards and shall review research activities for compliance with College research strategies.
- Facilitate working relationships with other national and international higher education, professional institutes, relevant state bodies, Government departments and private sector bodies and companies to provide support for Research and Development.
- It shall encourage, promote and review intra and inter-school/departmental initiatives in research and postgraduate Studies.
- Develop and monitor College Policy in relation to the intellectual property, patents, copyright and trademarks, technology transfer, campus companies, consultancy and commercial exploitation of research generally.
- The sub-committee may establish sub-committees and working parties. In the case of sub-committees and working parties whose members may be from outside the College, Academic Council should be notified.
- Recommend to Academic Council new learners on the basis of application before the committee with relation to funding, resources and supervision.
- The Chairperson, his/her designated nominee, shall be responsible for reporting the decisions/views of the sub-committee to the Academic Council and for transmitting the relevant decisions and views of the Academic Council to the sub-committee.

### Meetings

The committee shall meet at least 4 times per academic year and at such other times as may be required.

Normally, elected or selected members that miss more than 2 meetings will be replaced by another representative

Selected Faculty members of the Committee may normally serve only on one other committee of Academic Council.

## Membership

Director of Research (either Dean of Business or Dean of Computing)  
Registrar  
Representative of Research Office  
Deans of Schools (Chair)  
Finance Officer  
Director of the Centre for Research & Innovation in Learning & Teaching  
3 Faculty members, 1 of whom shall sit on Academic Council and 2 others as selected from each School  
Head of Library & Information Services  
IT Manager  
Director of Student Services  
Director of Quality Assurance and Statistical Services  
Up to 2 external researchers who hold senior posts in Ireland and/or internationally  
Learner representative who is currently undertaking postgraduate research

## 2.19 Learning, Teaching and Assessment Committee

The overall purpose of the committee is to formulate and oversee the implementation of the College's Learning, Teaching and Assessment strategy.

### Terms of Reference

- Develop, monitor and evaluate the College's Learning, Teaching and Assessment Strategy for the approval of Academic Council.
- Formulate new policy and initiatives in relation to regional, national and international developments in learning, teaching and assessment for the approval of Academic Council.
- Oversee applications for external funding to support initiatives for the enhancement of learning, teaching and assessment.
- Advise Academic Council on matters related to responses to consultative processes in respect to learning, teaching and assessment.
- Identify staff and educational development needs to enhance quality of learning, teaching and assessment.
- Make an annual report to the Academic Council in respect of the above.

### Membership

- Vice President Academic & Administration (Chair)
- Deans of School
- Director of Research & Innovation in Learning & Teaching

- Four members of full-time Academic Faculty - one of whom is a member of Academic Council and one from each School
- Two student representatives
- Director Quality Assurance & Statistical Services
- Representative from Learner Support services

## **2.20 Class Representative Liaison**

Each class year within a programme shall elect two representatives who will meet with the Dean of School and all relevant academic and support staff for consultations about learner views relating to programme content, delivery, assessment and development and to identify areas of concern to the class groups. This liaison will take place at least once a semester or more often as required. The election of the Class Representative is facilitated by the Student Services department.

### ***Terms of Reference***

Class Representatives shall have the following responsibilities:

- Consideration and referral to Programme Committee when necessary, of issues relating to the Programme.
- Referral of suggestions for specific changes for consideration by the
- Dissemination of information affecting learners within the scope of the Programme.
- Provision of responses to issues previously referred to the Programme Committee or School Committee

## **2.21 Other Committee Structures**

Disciplinary Committee and Appeals Committee are described in detail under the Learner Code of Disciplinary Policies and Procedure section of this manual. (Chapter 6: Learner Life)

## **2.22 ICT Advisory Group**

The Information Communication Technology (ICT) Advisory Group will determine priorities for Information Technology Services and determine overall IT service level and technology application requirements. It will ensure that

- The ICT strategy supports the NCI strategy
- There is a clear understanding throughout the College of the IT infrastructure & services in place to support all users
- The structures, policies, processes & services support the College in a manner appropriate to a Higher Education Institute
- The services provided meet the needs of all users
- ICT policies are in place to support the conflicting requirements of the user base in a secure environment
- ICT projects and work schedules are focused on the key priorities of NCI in the context of the resources and time available



- There is a structured approach to ICT projects to ensure an efficient delivery of projects

### **Membership of ICT Advisory Group**

The ICT Advisory Group shall be comprised of the following staff members:

- Director of Finance
- Registrar /Company Secretary
- Deans of School
- Director Centre for Research & Innovation in Learning & Teaching
- Commercial Manager/IT Security Officer
- IT Manager
- 1 faculty member from each School

### **Meetings**

The ICT Advisory Group will meet at least twice per semester

### **2.23 Health and Safety Committee**

The function of the Health and Safety Committee is to discuss matters relevant to the safety and health of all people working and attending the National College of Ireland. The committee will be chaired by the Commercial Manager, who will set agendas and ensure that actions are completed.

The Health & Safety Committee is made up of 17 representatives from departments within the National College of Ireland.

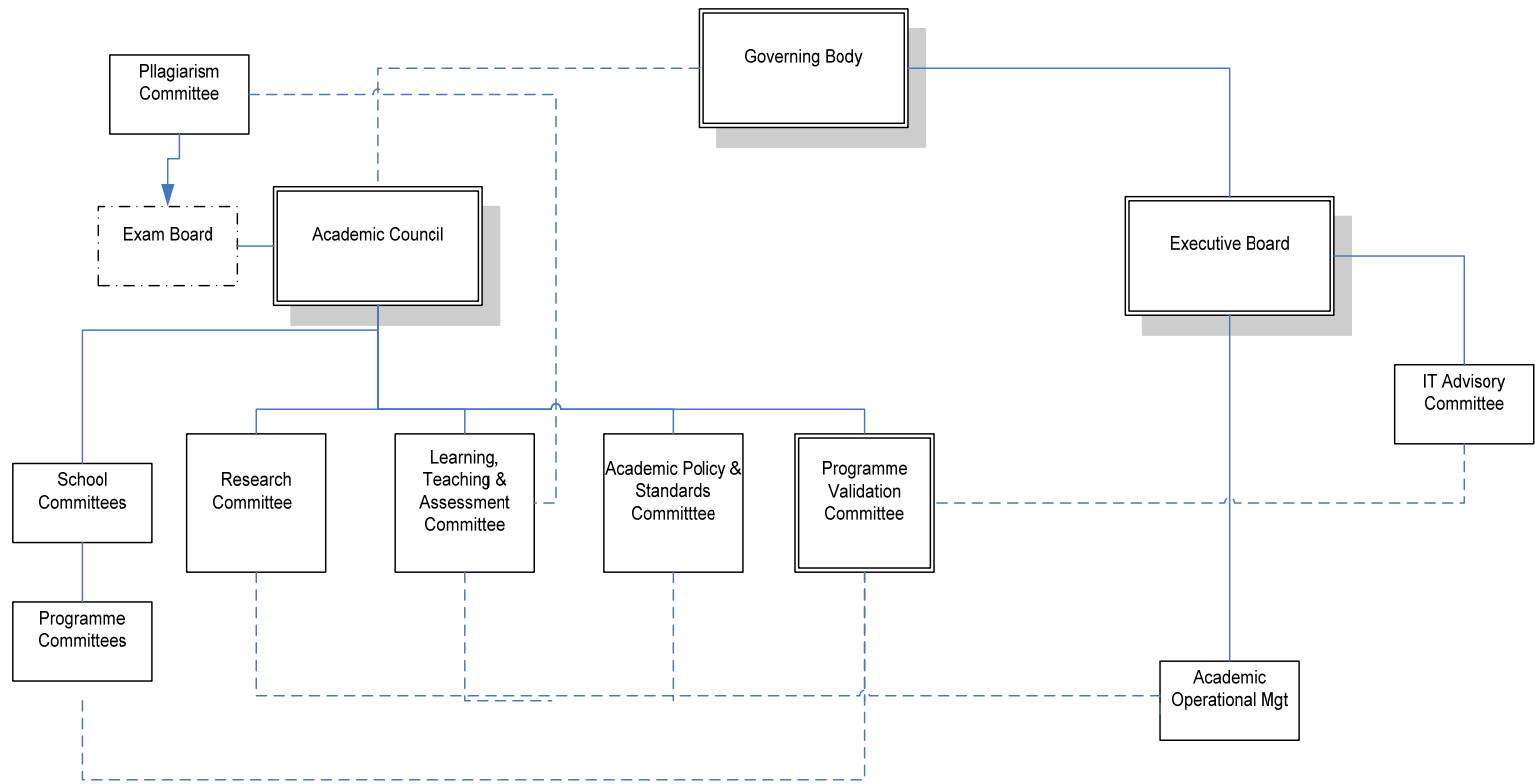
There are 6 meeting held calendar year. More meetings are held if required

### **Membership of Health and Safety Committee**

The Health and Safety Committee shall be comprised of the following staff members:

Commercial Manager (Chair)  
 HR Manager  
 Premises Manager  
 IT Department Representative  
 Library Representative  
 Learner Life Department Representative  
 Facilities Manager  
 Security Team Leader  
 Students' Union President

**Appendix 1: Academic Governance**



National College of Ireland  
Proposed Revised Academic Governance